

SUBMISSIONS (cont'd)

75. National Association of Japanese Canadians (Charlotte M. Chiga, Chairperson)
76. National Council of Barbadian Associations in Canada (Victor C. Allman, President)
77. National Council of Jamaicans and Supportive Organizations, Inc.
78. Carol A. Newland, Toronto, Ontario
79. North York Inter-Agency and Community Council (Maurice Brenner, Chairperson)
80. Ontario Black Coalition for Employment Equity
81. Ontario Council of Sikhs
82. Ontario Federation of Labour (Gordon F. Wilson, President)
83. Ontario Folklife Centre (Carole H. Carpenter, President)
84. Ontario Human Rights Commission
85. Ontario Immigrant & Visible Minority Women's Organization
86. Ontario Metis and Aboriginal Association (Charles Recollet, President)
87. Ontario Ministry of Citizenship, Race Relations Directorate
88. Ontario Ministry of the Solicitor General, Cross-Cultural Policing Coordinator (Staff Sergeant Syd Young)
89. Ontario Multicultural Association
90. Ontario Society for Studies in Indo-Caribbean Culture
91. Ottawa Black Community Leaders
92. Ottawa Board of Commissioners of Police (Staff Superintendent L.P. Clarkin)
93. Ottawa-Carleton Immigrant Services Organization (Berkeley Harris, President)
94. Peele Community and Police Race Relations Committee (Maurice G. Hudson, Chairperson)

SUBMISSIONS (cont'd)

95. N.A. Piccinin, Willowdale, Ontario
96. Police Association of Ontario
97. Hugh J. Purvis, Prescott, Ontario
98. Race Relations Committee Kitchener-Waterloo (Theron Kramer, Interim Chairperson)
99. Beth Redner, Georgetown, Ontario
100. Jacqueline Reece, Mississauga, Ontario
101. Reform Toronto (Whitney Smith, Coordinator)
102. W.E. Rogers, Thunder Bay, Ontario
103. M. Rondilla, Scarborough, Ontario
104. Khalid Saeed, Toronto, Ontario
105. Phil Sarazen, Toronto, Ontario
106. Joseph N. Schauenberg, Jarvis, Ontario
107. B. Scully, Sudbury, Ontario
108. Chief Doug Sinoway, Whitesand First Nation
109. Doris Skorpik, Hamilton, Ontario
110. South Asian Centre of Windsor
111. South Essex Community Council
112. Carlton Stewart, Toronto, Ontario
113. Constable R.F. Stewart, Ontario Provincial Police
114. Ken Stone, Hamilton, Ontario
115. The Greater Toronto Regional Working Group on Policing in Multicultural, Multiracial Urban Communities
116. The Jane-Finch Concerned Citizens Organization (Linda Morowei)
117. The New Democrats, Black Advisory Committee (Bob Rae)
118. The Ontario Black History Society (Glace W. Lawrence)
119. Urmas A. Toming, Willowdale, Ontario
120. Toronto Mayor's Committee on Community and Race Relations, Policing Subcommittee (Lloyd Perry)

SUBMISSIONS (cont'd)

121. Ujamma Young People's Association (Sandra Carnegie, President)
122. United Steelworkers of America (Windsor)
123. Urban Alliance on Race Relations, Toronto, Ontario
124. W.R. Warman, Georgian College of Applied Arts and Technology
125. James E. Wepler, Barrister and Solicitor, Gore Bay, Ontario
126. Alfred J. Wickstead, Timmins, Ontario
127. Windsor Black Coalition (Clayton Talbert, President)

APPENDIX D

LIST OF PREVIOUS RECOMMENDATIONS

HIRING PRACTICES

1974: Task Force on Policing in Ontario

1. Every person to be appointed as a police officer in Ontario be a Canadian Citizen.
2. Individuals be allowed to join Ontario police forces at 18 years of age.
3. Individuals over 35 years of age to be considered as police officer candidates by Ontario police forces.
4. Individuals of lesser stature than five feet eight inches not be precluded from joining Ontario police forces.
5. If a candidate has poor vision (not to exceed 20/40) and it can be corrected through the use of glasses, he not be precluded from joining any Ontario police force.
6. Ontario police forces be encouraged to select recruits with varying educational qualifications including high school, college of applied arts and technology, and university.
7. Recruiting strategies be devised by Ontario Police Forces to attract recruits who will bring the ethnic and cultural composition of their force into rough conformity with that of the community they serve.
8. Ontario police forces recruit police officers, both male and female, with equal opportunity for advancement for all members.
9. Minimum mandatory recruiting and selection procedures be developed by the Ontario Police Commissions for all Ontario police forces.
10. The Ontario Police Commission work with the Chiefs of Police and senior officers in each Ontario police force to assist them in adapting the minimum mandatory procedures to meet the force's needs.

11. Each police force, in consultation with the Ontario Police Commission, establish a basic intelligence measure to be used in the recruit selection process.
12. As part of the recruiting procedures, Ontario police forces be encouraged to utilize a qualified industrial psychologist in the screening process, either as part of the interviewing process or to administer and interpret tests that have the approval of the Ontario Police Commission and which have been developed in consultation with the individual police force.
13. The Ontario Police Commission initiate experiments related to the use of differentiating psychological testing in the selection process.
14. For municipal forces the probationary period for new recruits be 18 months as a police officer, and that both a constable and a police supervisor and/or senior police officer be given specific responsibility and accountability for evaluating performance and making recommendations related to continued employment of the recruit.
15. The appropriate legislation and regulations be amended to include a provision that when an applicant is accepted by the Ontario Provincial Police, that person must serve 12 months probation as a police officer regardless of any other period spent within the Ontario public service.
16. The Ontario Police College be requested to provide formal reports on each recruit to that officer's police force, particularly for those recruits exhibiting exceptional (positive or negative) capabilities.
17. Formal performance reviews be conducted with the recruit at least once every 3 months during the probationary period.

18. Specific counsel be given to each recruit regarding his performance and behaviour, and that each recruit be required to acknowledge, through signing an evaluation form, that the evaluation and counselling has been conducted, and a copy supplied to him.
19. Recruits who exhibit less than satisfactory performance be terminated from employment within an Ontario police force before the expiry of the probationary period without management having to show cause.
20. Police Governing Authorities be encouraged by the Ontario Police Commission to conduct competitions open to candidates from any Ontario Police force for all their senior officer and command positions.
21. Consulting advice related to recruiting and selection procedures for these competitions be made available, where appropriate, by the Ontario Police Commission.
22. Job description be developed by Ontario police forces for specialist, supervisory, senior officer and command positions, and related selection criteria be developed for each of these.
23. Formal selection systems for specialist, supervisory, senior officer and command positions be adopted by each Ontario police force, and the systems be examined and approved by the Ontario Police Commission.
24. Each police officer promoted to a new specialist, supervisory, senior officer or command position who has not attended the appropriate Ontario Police Commission approved course, be required to do so within 6 months of appointment.

1975 - The Morand Report

25. The decision to confirm or not to confirm a probationary sergeant in his rank should be based on, among other things, his ability to supervise the officers under him, to win their respect and to find out how his men perform their jobs.

26. Officers under a cloud must not be promoted in order that the rank and file police officers do not receive the impression that results, however obtained, will result in promotion.

1977 - The Pitman Report

27. That Metro Council recommend to the Metro Toronto Police Commission and the Metro Toronto Police Force that greater effort be made to attract as applicants members of the visible minorities.
28. That Metro Council recommend to the Metro Toronto Police Commission the further study and evaluation of psychological tests to determine racial attitudes of applicants for employment with the Metro Toronto Police Force.
29. That Metro Council recommend to the Government of Ontario that exceptions to the height and weight requirements for employment on the police force be set aside in order to accommodate members of visible minorities whose physical size does not normally meet these requirements.
30. That Metro Council assure itself that the promotion procedures and policies of the police guarantee that the representatives of the visible minorities who are members of the police force are not in any way deprived of promotion.

1979 - The Carter Report

31. It is of the utmost importance for us to have officers from each major ethnic group of our community, if only for purposes of contact and for a sense of representation and sympathy.

32. The height and weight requirements should be removed.
33. A real campaign of recruitment should be launched similar to those used when we require army candidates and this campaign should be directed also to the minority groups within our city so that they will know that they are welcome.
34. A point system should be implemented for promotional purposes. It is something which can be looked at with some objectivity.

1980 - Policing in Ontario for the 80's:
Perceptions and Reflections

35. Police forces (should) develop positive recruitment programs which are aimed at reaching qualified individuals from minority groups.
36. Police forces be encouraged to use recruitment brochures which portray positive images of officers from minority groups who can serve as role models.
37. Police forces should undertake, in cooperation with media a publicity program which is aimed at highlighting human interest stories, in particular, success stories of minority officers who are now in the police forces.
38. The Ontario Police Commission should stimulate and facilitate the recruitment program of police forces across the province. Specifically, it should monitor the effects of the programs of individual police forces in attracting qualified individuals from minority groups.
39. Police forces be encouraged to develop career development models with the assistance of the Ontario Police Commission.
40. Police forces should take into consideration for promotion and career development initiatives taken by individual officers to upgrade their education and their involvement in community services.

41. Discriminatory and unfavourable behaviour by an officer toward individuals in the community should be a disincentive for promotion.
42. Police forces should seek innovative ways to increase the job satisfaction of police officers other than through the traditional vertical routes.
43. Where possible, police forces should appoint a career development officer (or committee) who can counsel individual officers and facilitate them in the planning of their career development.
44. Police forces, where possible, should include some form of psychological assessments, in their selection procedures. These assessments, when done, must be used in combination with all other information obtained by police forces, and not as the only screening device.
45. The Ontario Police Commission should study what the functions of police officers for the Eighties are, in order to provide guidelines for appropriate selection techniques for police forces.
46. Police forces are encouraged to appoint competent and sensitive personnel to the selection unit. In addition, every effort should be made to upgrade their interview skills and techniques.

1988 - Bellemare Report (Quebec)
Investigation into Relations between Police Forces, Visible and Other Ethnic Minorities

47. That the Montreal Urban Community Police Department implement an affirmative action program in order to increase the number of members of visible minorities to about 10% of its police officers, according to the following scenario:

Annual hiring rates and targets for visible minorities in the MUCPD, 1989-1995*

Year	Hiring forecast	Annual hiring rate	Annual hiring target
1989	200	12%	24
1990	216	14%	30
1991	169	16%	27
1992	204	18%	37
1993	214	18%	39
1994	232	18%	42
1995	262	18%	47

That MUC increase the rate in recruiting conventional candidates, in order to attain annual objectives in hiring members of minorities.

48. That the Montreal Urban Community Police Department set up an affirmative action program for the Greek, Portuguese and Italian communities, with specific numerical targets and a calendar based on hiring forecasts and the calculated availability rates for the groups in question.
49. That the MUC Police Department set up an affirmative action program in its civilian workforce for members of visible and ethnic minorities, according to the appropriate procedures.

50. That the MUC Police Department create a task force composed of representatives of police authorities, the Fraternite des policiers, the Montreal Urban Community, minority group associations and minority police officers already working for the MUCPD, and that this task force be given the following mandate:
- to see to the establishment, implementation, evaluation and adjustment of the goals of affirmative action programs as well as the means chosen to achieve them;
 - to organize recruiting campaigns among minorities;
 - to set up mechanisms for orientation and integration of new recruits;
 - to increase the awareness of police officers already in the MUCPD;
 - to set targets for promotion of minority police officers employed by the MUCPD according to specific parameters to achieve equality of results;
 - to report annually to the MUC on progress made in the achievement of its goals.
51. That the Quebec government apply section 86.7 of the Charter of Human Rights and Freedoms of Quebec, notably by requiring the Surete du Quebec to create an affirmative action program for visible and ethnic minorities among its civilian and police ranks according to two separate categories.
52. That the MUC Police Department evaluate its 1986-88 recruiting campaigns in order to step up those strategies which have proven most effective in attracting candidates from visible minorities.

53. That all police departments ensure that their entire selection process is not discriminatory by examining the following aspects for each stage of selection:
- the relevance to job requirements;
 - subjectivity and discretionary power;
 - compliance with the Charter of Human Rights and Freedoms;
 - adequate training of personnel responsible for administering tests and conducting interviews.
54. (a) That precise directives be given to investigators in charge of checking a candidate's background, to the effect that all references gathered must be related to the job requirements;
- (b) That the investigators receive training on intercultural dimensions before exercising their duties.
55. That psychological tests be validated and adapted to the multicultural reality of Quebec.
56. That the selection interview be structured so as to diminish the risk of subjectivity and to increase its reliability:
- (a) That selection boards always comprise three members, one of whom is a member of a visible or ethnic minority;
 - (b) That a person from outside the police force be called upon to sit on each selection board;
 - (c) That before exercising their duties, members of selection boards receive adequate training on the multicultural reality.
57. That the candidate's knowledge of the multi-ethnic environment be examined during the selection interview.

58. (a) That the Commission des droits de la personne du Quebec ensure that the authorities in question follow up on the recommendations concerning recruiting and hiring in police departments, by all the means conferred upon it by the Charter of Human Rights and Freedoms;
- (b) That, to do so, the Commission immediately adopt an explicit resolution to this effect.

TRAINING

1974 - Task Force On Policing In Ontario

Recruit Training

1. An Ontario Police Commission designed or approved orientation program be adopted by all Ontario police forces and this program be made mandatory for all recruits prior to assuming any police responsibilities.
2. A basic police training course in two parts continue to be given centrally at the Ontario Police College.
3. The Police Act be amended to include a requirement that every new police officer successfully complete the basic recruit training course within the probationary period.
4. The Ontario Police Commission initiate a research project to examine current Ontario Police College recruit training objectives, to relate these objectives to the actual functions of the urban, suburban and rural police constables, and to design new objectives more appropriate to the actual functions performed.
5. Each probationary officer be assigned for at least his first six months of employment, to a specially trained "parent constable" who would be responsible for the probationer's development and evaluation.
6. The Ontario Police Commission develop model in-service recruit training programs to supplement Ontario Police College formal training and assist individual police forces to adopt such programs.

7. A "Qualification" course be designed and conducted at the Ontario Police College and that this "Qualification" course be successfully completed by all Ontario police officers prior to becoming First Class Constables.
8. The Ontario Police Commission continue to fund the direct costs involved for attendance at the basic recruit and "Qualification" training courses including course fees, room and board and travel expenses, but excluding salaries and premiums.

Recruit Education

9. A basic Police Officer Educational Course be developed at the initiative of the Ontario Police Commission to cover subject matter such as the criminal justice system and its impact on society, plus elementary social and behavioural science.
10. Police education centres be established in colleges of applied arts and technology and universities.
11. These colleges and/or universities be selected by the Ontario Police Commission.
12. The Ontario Police Commission work with the selected colleges of applied arts and technology and universities to develop a curriculum in The Criminal Justice System and Society, designed for both full and part-time study.

Accreditation

13. The Solicitor General, through the Ontario Police Commission, give formal recognition to those who successfully complete both the basic training and the Basic Police Officer Educational Course, by granting an Ontario Constable Certificate issued jointly by the appropriate educational institution and the Solicitor General.

In-Service Training

14. An extension of the Solicitor General's project on in-service training be initiated through the Ontario Police Commission to design model in-service training programs which would be presented to Police Governing Authorities and senior police administrators for analysis and implementation.
15. An in-service "outreach" program be developed by the Ontario Police Commission to support in-service training activities throughout the Province.
16. Consulting assistance be made available to individual police forces by resource personnel from the Ontario Police Commission, the Ontario Police College and other authorized police training institutions to assist in the design and implementation of in-service training programs within each Ontario police force.
17. The Ontario Police Commission be charged with the responsibility for developing training courses to train appropriate personnel within each police force as in-service instructors.

Police Specialist Training

18. Specialized police training continue to be developed and conducted at the Ontario Police College.
19. Refresher courses continue to be developed and conducted at the Ontario Police College.

Specialist Rotation

20. Ontario police forces examine their career planning and development for specialists and institute, when appropriate, rotation programs to re-expose the police specialists to the mainstream of the force's activities.

Continuing Education

21. The Ontario Police Commission work with the colleges of applied arts and technology and universities to develop the advanced credit course, "The Social Sciences and Policing", as part of the Criminal Justice System and Society curriculum.
22. The basic supervisory course continue to be designed, developed and given by the Ontario Police College.
23. The Ontario Police Commission work with the universities and colleges of applied arts and technology to develop administrative programs for police middle managers, using the best resource personnel available, both within and outside policing.
24. The Ministry of the Solicitor General of Ontario use its good offices to encourage the Ministry of the Solicitor General of Canada and its agency, the Royal Canadian Mounted Police, to expand its executive courses into a National Police College.
25. In the interim period, the Ontario Police Commission, through the Ontario Police College, continue the senior administration course, but with increased use of external resources.
26. The Ontario Police Commission develop, fund and evaluate conferences, seminars or workshops for senior police administrators upon topics deemed to be of primary interest to these administrators.

Career Development

27. Ontario police forces develop physical education programs and arrange for appropriate facilities accessible to each officer.

28. Ontario police forces be encouraged by the Ontario Police Commission to request that every police officer receive an annual physical examination by a qualified medical practitioner.
29. The Ontario Police Commission design and fund an experiment with a medium sized police force in Ontario to create and implement a comprehensive career planning system.
30. For courses given at the Ontario Police College or for those courses designated as "sponsored" by the Ontario Police Commission, the Ontario Police Commission continue to fund the direct cost including tuition, room and board and travel expenses, but excluding salaries and premiums.

1976 - The Morand Report

31. Funds should be provided to build and staff an adequate police academy in Metropolitan Toronto.
32. police training and supervision must emphasize that the function of a police officer is that of peacekeeping, prevention of crime and law enforcement and that it does not extend to acting as judge and jury in the administration of punishment to suspects.
33. Every police officer on the Toronto Force should receive a two or three week course to update and refresh his training every three years. The present courses should be expanded.
34. In my view some of the special squads and in particular, the drug squad of at least one of the divisions were not properly trained in the investigation and arrest of suspects and in particular, in regard to the use of force in such investigations and arrests. The special squads, such case the drug squads in the divisions, should receive specialized and thorough training and should be supervised closely by experienced personnel.
35. Two of the complaints which I heard involved high speed chases prior to the allegations of violence which followed. The incidents which

resulted in the complaints might have been avoided by officers who had been given adequate training in a procedure for such chases and the arrest which follows. Such training should be given to every officer who undertakes cruiser patrol.

36. One of the keys to curbing improper police conduct lies with the supervisory personnel. In my view some of the supervisory staff who appeared before me, while good policemen, were uninformed and inadequately trained in simple management skills. Also, some of the problems concerning use of force may have been avoided if the sergeants had more familiar knowledge of the activities of their men and also if they had made it clear that improper use of force would not be tolerated in any circumstances. First-line supervisory personnel, the sergeants, should receive training in management and supervision, either immediately prior to or immediately after their promotion. The appointment of a probationary sergeant whose duties will involve supervision of other officers must be made with an eye to managerial and supervisory abilities.

1977 - The Pitman Report

37. That Metro Council request a precise strategy from the Metropolitan Toronto Police Commission for extending an intense program of racial and cross-cultural understanding to every member of the Metropolitan Toronto Police Force.
38. That Metro Council recommend to the Metro Toronto Police Commission and the Metro Toronto Police Force that more emphasis be placed in pre-service training on racism and racial tension as a problem in policing in Metro Toronto.
39. That Metro Council recommend to the Metro Toronto Police Commission and the Metro Toronto Police Force that greater emphasis be placed on the problem of racism and racial tension in the in-service training of all police personnel.

40. That Metro Council commend the efforts of the Human Rights Commission in its efforts to assist the in-service training of Metro Toronto police officers and recommend to the Metro Toronto Police Commission and the Force the designing of appropriate educational materials for use by police instructors and that Human Rights Commission officers assist, monitor and advise on the courses and programs to be offered.
41. That Metro Council recommend to the Metro Toronto Police Commission and the Metro Police Force that suitable instructional film material be prepared to use in pre-service training in consultation with the Human Rights Commission, making use of material from files of the Metropolitan Toronto Police Complaint Bureau.

1979 - The Carter Report

42. Representatives of visible minorities should be invited to address the police candidates on the nature and the problems of their own community and upon minorities in general.
43. No police officer should be graduated until he has perceived this problem and has been given a very sound basis for the justice and lack of discrimination which should characterize our Force.

1980 - Policing In Ontario for the 80's: Perceptions and Reflections

44. The fundamental training of police officers be continued to be offered in a centralized training institution, such as the Ontario Police College.
45. The Ontario Police Commission continue to supervise, and be responsible for, all training programs offered at the Ontario Police College.
46. The Ontario Police Commission, through its Advisory Committee of the College, ensure that the training that police officers receive at the Police College continue to be responsive to, and consistent with, the changing needs of society.

47. The multicultural courses being offered at the Police College be integrated more fully in the entire training program of police officers. Further, that these multicultural courses be made relevant to the Ontario multicultural society with particular emphasis on needs of local police forces.
48. All instructors, particularly those involved in multiculturalism courses, should be carefully selected on the basis of their sensitivity and awareness of issues related to multiculturalism.
49. Police forces should continue to develop, at the local level, multicultural programs and activities that are aimed at opening the lines of communication between the police officers and their community in order to bring about understanding and harmony. Multiculturalism should be the concern of all officers and not only that of community officers or those associated with the program.
50. Police forces should continue to encourage their officers to upgrade their educational level at any post-secondary institution.
51. The Ontario Police Commission should conduct a seminar once each year for Boards and Councils to discuss multicultural issues. It should also encourage the flow of communication between it and the Boards.
52. Police forces should strive for a maximum of four years, and encourage a turn-over of less than four years where feasible in their refresher training programs. Training opportunities should be linked with the career development of officers.

1988 - Bellemare Report (Quebec)
Investigation into Relations between Police
Forces, Visible and Other Ethnic Minorities

53. That the police training programs in Cegeps specifically take into account prevention and community involvement with the public in general and multi-cultural communities in particular.

54. That the police training program in Cegeps be restructured to include the intercultural aspect as an integral and essential part: the program must provide police recruits with a modern and forward looking vision of Quebec society and prepare them specifically for dealing in a multi-ethnic urban environment.
55. That the number of compulsory courses in the police training program in Cegeps be expanded to include new courses developed in light of cultural diversity and adapted to policing, and that the content of these new courses encompass the following themes:
 - race, culture, interethnic relations;
 - migration, integration, majority-minority relations;
 - prejudices: their causes and consequences;
 - ethnocultural development and make-up of Canadian and Quebec society;
 - ethnic groups in Quebec: traditions, values and attitudes;
 - police and minorities: knowledge and strategies for involvement;
 - human rights and police operations;
 - police code of ethics.
56. That exchanges between police recruits and students in other disciplines, in particular members of cultural communities, be organized within the police training program itself, in order to prepare them for interaction with minority cultures.
57. (a) That the intercultural dimension be integrated into the police training program in accordance with similar teaching methods from one Cegep to another;

(b) That courses be complemented by the following methods to make police recruits further aware of the ethnocultural realities in Quebec:

- documentary research on the characteristics of various visible and ethnic minorities;
 - case studies based on actual legal disputes between the police and ethnic minorities;
 - role-playing and role-switching in a laboratory setting, tape recorded for discussion and evaluation;
 - decision-making simulation on paper (prediction) and in action (performance);
 - exchanges with resource persons representing ethnic minorities;
 - visits to ethnic districts and participation in community activities.
58. That the technical training to which the Institut de police du Quebec gives priority systematically take the intercultural and racial dimension in police dealings into account. This requires that course content be expanded to integrate the intercultural dimension in accordance with the same educational model as that proposed for the new orientation of the police training programs in Cegeps.
59. That the continuing education section of the Institut de police du Quebec be relocated to Montreal to make it more accessible and to expand the contingent of civilian and police instructors and advisors who can meet the requirements of the training recommended by the Investigation Committee, a good number of whom should be from cultural communities.
60. That each of the police departments in the Greater Montreal region, following the example of the MUC police Department, create an innovative intercultural training course adapted to its own needs for its patrol officers.

61. That a continuing education program follow the multicultural awareness course within the MUC Police Department, and that such a program primarily address patrol officers, that is, those officers who are called upon to deal directly with the public on a daily basis.
62. That the multicultural awareness sessions be held elsewhere than in the MUC police stations, and that police officers participate as students in civilian dress.
63. (a) That the new training program of the MUC Police Department be one work week in duration;
- (b) That its primary objective be to further officers' knowledge of the various cultural communities in the metropolis and appropriate means of dealing with them;
- (c) That a manual containing the theoretical content of the courses be given to police officers to ensure they are better prepared;
- (d) That more functional teaching methods be used to make training sessions more dynamic and maximize active participation by police officers. Scenarios drawn from case law or typical situations, simulation exercises, role-playing involving police officers and persons of cultural communities with role-switching, and feedback by video are suggested resources for creating a better learning climate;
- (e) That the number of resource persons be raised to three for each awareness session, as a team made up of representatives from three different cultures can prevent the discussion from targeting one person or one ethnic group.

64. That the MUC Police Department, possibly in conjunction with the Institut de police du Quebec, make a documentation centre on cultural communities available to police officers. Such a centre should include a complete directory of the various cultural communities in Montreal and their main features.

(a) That the first year of a police officer entering the police department be one of practical training, during which the candidate shall have to successfully undergo various appraisals. These 12 months of training shall be used in particular for:

- learning English or French, where applicable;
- further study of the law, depending on the department's specific needs;
- the practical study of cultural communities;
- more in-depth learning of various police techniques;

(b) That at the end of this probationary year, the decision to hire the trainee on a permanent basis take into account the trainee's ability to meet the needs of the department and community.

USE OF FORCE

1976 - The Morand Report

1. The Chief of Police must make it absolutely clear to all ranks of police, supervisory and other, that excessive force and the giving of false evidence will under no circumstances be tolerated. This consideration must be uppermost in the selection of recruits, in the choice of candidates for promotion and in the confirmation of probationary appointments.
2. To ensure prompt investigation in hearing of complaints of improper use of force and other abuses by the police, it is essential that there be a properly functioning Citizen Complaint procedure. The present system is inadequate. A Citizens Complaints procedure, having as its central aspect an independent investigation and review of police conduct and independent tribunal for the hearing of complaints, should be implemented by appropriate provincial legislation forthwith. In my view, the scheme recommended by Mr. Maloney in his Report meets these criteria and should commend itself to the Government as a workable model.
3. The Rules, Regulations and procedures of the Metropolitan Toronto Police should be amended to require the sergeant in charge of a station to enforce compliance with the Use of Force Report Regulation by seeing that police officers fill it out whenever force is used during the performance of duty and when an injury is sustained by a citizen or when a complaint is or may be made.
4. The Regulations should be amended to require the station duty sergeant to make a note in the appropriate book of record in the station of the name of the person injured, a brief description of the injury, the name of the arresting officer and the fact that the required reports were made and forwarded as required by the Regulations.
5. Regulation V (2) (16) should be amended so as to require that either the arresting officer or the station duty sergeant makes out a Medical Attention Report whenever an injured person is brought into the station, taken to hospital or otherwise given medical treatment and a Use of Force Report is not completed. The Medical Attention Report should detail the nature of the injury and the circumstances surrounding it, the names of the arresting officers and any other information pertinent to the situation.

6. Copies of all Use of Force Reports and the Medical Attention Reports should be forwarded to the Chief of Police, the Board of Commissioners of Police and the head of the Citizen Complaint Review Procedure in order to ensure that no cases requiring investigation are overlooked or hidden from public view. Regulations V(2)(16) and VI(12) should be amended to so provide.
7. I found a problem relating to changes being made in memo books and case books and the real danger that they could and sometimes were tampered with. This problem would be eliminated if police officers' memo books and case books were required to be written in pen and the Regulation should be so amended. The Regulation requiring that changes in a notebook are to be made by striking out words with a single line, so that what has been stroked out can be read, must be stringently enforced.
8. Officers investigating complaints against police or police officers who have a duty to report such complaints, such as the Complaint Bureau investigator or the station duty sergeant, should be required to obtain copies of the memo books of the officers involved immediately upon learning of the complaint in order to ensure that the books are preserved in their original state for the purposes of investigation or a hearing.
9. Immediate steps must be taken to ensure that all police personnel are made familiar with these regulations and that their provisions will be strictly observed in the future.
10. The police raid is a delicate and dangerous operation. Often the suspect is not sure that it is the police who have burst in upon him. The circumstances of a raid lend themselves to the possibility of a violent confrontation. I think some of the problems would be alleviated if police officers engaged in a raid identify themselves as police immediately.
11. Two of the complaints which I heard involved high speed chases prior to the allegations of violence which followed. The incidents which resulted in the complaints might have been avoided by officers who had been given adequate training in a procedure for such chases and the arrest which follows. Such training should be given to every officer who undertakes cruiser patrol.

12. One of the keys to curbing improper police conduct lies with the supervisory personnel. In my view some of the supervisory staff who appeared before me, while good policemen, were uninformed and inadequately trained in simple management skills. Also, some of the problems concerning use of force may have been avoided if the sergeants had more familiar knowledge of the activities of their men and also if they had made it clear that improper use of force would not be tolerated in any circumstances. First-line supervisory personnel, the sergeants, should receive training in management every three years. The present courses should be expanded.

1977 - The Pitman Report

13. That Metro Council condemn the existence of racially motivated violence and request a statement of concern and intent regarding racist violence from the Metro Toronto Police Commission and the senior officers of the Metropolitan Toronto Police Force.

1980 - The Greenwood Report
Report of the Task Force on the Use
of Firearms by Police Officers

14. Section 8 of Regulation 679 be amended as follows:

A member of a police force shall not draw his revolver except when he believes it may be necessary for the protection of his life or the life of another, or when he believes that it is necessary in the apprehension or detention of a person whom he believes may cause death or grievous bodily injury to some person.
15. Section 9(b) of Regulation 679 be amended as follows:

To effect the apprehension, where other means are insufficient, of a person whom he, on reasonable and probably grounds, believes may cause death or grievous bodily harm to some person.
16. A report be made to the Ontario Police Commission of all discharges of firearms by police made in the course of their duties other than those permitted under section 9(c) of Regulation 679.

17. The Ontario Police Commission assume sole responsibility for investigation of an hearings under Regulation 679.
18. Membership of the Commission be increased to allow police representation on discipline hearings under Regulation 679.
19. In the event of conviction, the Commission should have the power to impose penalties similar to those contained in Regulation 680. In addition, it should be authorized to direct psychological or other counselling service and to direct that an officer be removed from service requiring use of firearms for such period as it may specify.
20. The hearing, if deemed warranted by the Commission, should proceed notwithstanding that charges under the Criminal Code may have been laid. The Commission should, however, have the authority to direct postponement of the hearing until criminal proceedings are completed.
21. The findings of the board, including minority reports, should be distributed to all forces and training centres.
22. Hearings should be open to the public and a record made of all testimony.
23. Reports made to the Commission concerning discharges of firearms should be available to the public provided, in the event criminal charges are laid, disclosure be delayed until disposition of the criminal case.
24. Regulation 679(5) be rescinded so that each force would be entitled to adopt an open-type holster; the design of such holster to be subject to the approval of the Ontario Police Commission.
25. At the expiration of a two-year trial period, an evaluation should be undertaken by the Ontario Police Commission with a view to achieving uniformity.
26. Adoption of effective alternatives to firearms, such as the twenty-four inch baton or Monadnock, be encouraged by forces in Ontario subject to adequate regulation of the use of such equipment being formulated by the force adopting them. The form of such regulations should be approved by the Ontario Police Commission.

27. All recruits attend the Aylmer Police College within three months of appointment and attendance be compulsory.
28. Failure to meet the standards of the College with respect to firearm training and failure to be certified by the College in other skills would deprive the officer of the right to carry a firearm until the standards of the College are met.
29. Regulation 679(4) be rescinded and an annual requalification course in the use of firearms and other equipment be established by the staff of the Police College with attendance compulsory.
30. Centres selected by the Director of the College for such training be established throughout Ontario.
31. Failure to meet the standards established by the College should deprive the officer of the right to carry a firearm until the standards are met.
32. The cost of such training should be funded by the Province.

COMMUNITY LIAISON INITIATIVES

1976 - The Morand Report

1. Police officers must be taught that even during tense and difficult situations, they should make explanations to an inquiring public in a friendly fashion concerning the events. Police officers must realize that the public has a right to know what is happening and that tact, friendliness and courtesy will alleviate conflict and create a climate of sympathy and understanding.
2. One of the problems with the modern Police Force that I have referred to is that the police car and modern communications technology have removed the police from the man on the street. Members of the Force should be made aware of the fact that they are much more distant from the public they serve than they once were, and they should be encouraged to become increasingly involved in community activities.
3. The Community Service Officer Program should be enlarged and broadened.
4. The administrators of the Police Force should consider and study suggestions for a formal community involvement in the police function, such as those suggested in the Parkdale proposal and the North Vancouver project.

1977 - The Pitman Report

5. That Metro Council recommend to the Metro Toronto Police Commission and the Metro Police Force the implementation of a Neighbourhood Action Program patterned on the program established in Vancouver.

6. That Metro Council commend the Metro Toronto Police Commission and the police force the pilot projects involving community committees in 31 Division, 51 Division and 14 Division and recommend that the experiment be carefully monitored and if successful, extended to other Divisions.
7. That Metro Council recommend to the Metro Toronto Police Commission on the following practices re: the Community Service Officers.
 - (a) that Community Service Officers receive additional training, particularly in instructional techniques.
 - (b) that all probationary constables upon their return from the Ontario Police College receive increased instruction on the role of CSO.
 - (c) that extra officers on day shift be assigned to work with the CSO's (as one means of forging links with regular police officers).
 - (d) that CSO's be more aggressive in making themselves available to community organizations and groups.
 - (e) the CSO's be assigned responsibility for sufficient Sunday morning sessions each year in each division to cover all personnel for the purpose of raising the sensitivity and awareness of racial problems in the minds of all Metro police officers.
8. That Metro Council recommend to the Metro Toronto Police Commission that a task force be established to study Community Based Preventative Policing (i.e. Team Policing).
9. That Metro Council recommend to the Metro Toronto Police Commission and the Police Force that the Complaint Bureau should be a most effective link with the larger community and that resources to inform the public of its existence and its role should be provided.

1979 - The Carter Report

10. The increased use of police foot patrols.
11. The Police Commission should establish, at the earliest opportunity, a committee which will form a link between the Commission and the visible minorities themselves.

1988 - Bellemare Report (Quebec)
Investigation into Relations between Police Forces, Visible and Other Ethnic Minorities

12. That the Quebec government take concrete action indicating its desire to implement the principles contained in its Declaration on Ethnic and Race Relations dated December 10, 1986, and that "Police Justice" be a priority of this new government policy.
13. That the authorities of the Montreal Urban Community publish and implement a Montreal declaration on intercultural and racial relations, modelled on the Declaration by the Quebec government dated December 10, 1986.
14. That the authorities of the Montreal Urban Committee create a position of coordinator of intercultural and racial relations, attached to the office of the Chairman of the Executive Committee and having the responsibility for providing liaison with the administrative and political authorities of the MUC, as well as for promoting quality, justice and full participation for all ethnocultural communities living within the MUC territory, "Police Justice" could be a priority for this coordinator.
15. That the 29 municipalities in the Montreal Urban Community and those in the judicial districts of Laval and Longueuil consider creating round tables on interethnic and racial relations which could be used as places for exchange and for settlement of conflicts between the various ethnocultural communities making up their populations. "Police Justice" could be a priority of these round tables.

16. That the Montreal Urban Community Police Department:
 - (a) allow district directors, where justified by a large ethnic and visible population and where applicable, to appoint a special liaison between the police force and cultural communities;
 - (b) institutionalize cooperation and partnership contacts and create mechanisms for participation with community organizations and groups;
 - (c) establish, in conjunction with community organizations and groups, programs to reach all ethnocultural communities in a district;
 - (d) humanize reception in police stations;
 - (e) reinforce foot patrols;
 - (f) create as many meeting places as possible between police and minorities;
 - (g) equip district directors with better tools than those they currently have.
17. That real priority be given to community crime prevention:
 - (a) That this priority be reflected in the importance assigned to the positions of crime prevention officer and neighbourhood patrol officer, such positions being open to officers who have demonstrated a real ability to work with a multi-ethnic and multiracial population;
 - (b) That adequate human and financial resources be allocated for this purpose and oriented towards achievement of the objectives in order to bring about the effective implementation of community crime prevention programs.
18. That any particular knowledge police officers have of ethnic communities be acknowledged, valued and utilized by police departments for purposes of prevention and with the consent of said police officers.

APPENDIX E

QUESTIONNAIRE

QUESTIONNAIRE

NAME OF POLICE FORCE: _____

CONTACT PERSON: _____ RANK: _____ PHONE: _____

For the purposes of this questionnaire the term VISIBLE MINORITY refers to those who look recognizably different from the "majority" of white Canadians as a result of racial characteristics such as skin colour and other physical features (eg. blacks, Chinese, Japanese, East Indian and other South Asian and East Asian people). Native people are not included within the definition.

PART I - GENERAL

1. What is the geographic area served by your Force? Please give boundary locations and square miles.

2. a) What is the size of the population in your jurisdiction?

b) What is the ethnic and racial composition of the population in your jurisdiction? Please list the major groups and give the approximate proportion. (For example: Anglo-Saxon origin - 70%; Chinese - 20%; etc.)

3. a) What is the total number of people employed by your Force?

b) What is the number of visible minority people employed by your Force? (NOTE: Provision of this information is not a violation of the Human Rights Code).

i) Overall numbers

ii) Visible Minorities

Civilian _____
Police officers _____
Auxiliary officers _____
TOTAL _____

4. How many visible minority police officers have been on the Force for the following periods of time?

0 - 5 years _____

11 - 15 years _____

6 - 10 years _____

16 - 20 years _____

Over 20 years _____

PART II - RECRUITMENT, HIRING POLICIES & PROMOTIONAL PRACTICES

A) RECRUITMENT

5. a) Does your Force have a written policy regarding the recruitment of visible minorities? YES _____ NO _____
- b) If yes, how long has this policy been in effect? _____
- c) Please attach a copy of this policy or describe below any unwritten policy.

6. Who does the recruiting for your Force?

7. How does your Force recruit new police officers?
Please list types of strategies (e.g: posters, pamphlets, media advertising, etc.)

8. a) Does your Force actively recruit visible minorities?

YES _____ NO _____

- b) If yes, does your Force make use of ethnic media (e.g. ethnic community newspapers, community television and radio) to recruit visible minorities?

YES _____ NO _____

- c) If no, please explain.

9. What outreach activities does your Force use to attract visible minorities (eg: visits to schools, visits to community groups, etc.). Please list.

10. a) Do any of your recruitment activities include portrayals of visible minorities as police officers? YES _____ NO _____

- b) If yes, please describe.

- c) If no, please explain.

11. Please attach copies of all materials and advertisements used for recruitment of police officers in 1988.

12. Please describe any problems you have encountered in recruiting visible minorities.

13. a) In your jurisdiction, what recruitment initiatives have been successful for visible minorities?

b) What recruitment initiatives have not been successful?

c) What recruitment initiatives for visible minorities does your Force plan for the future?

B) HIRING

14. a) Does your Force have a written policy on the hiring of visible minorities? YES _____ NO _____

b) If yes, how long has this policy been in effect? _____

c) Please attach a copy of this policy if it is written or describe below if unwritten.

15. a) Does your Force have an Employment Equity Program for visible minorities? YES _____ NO _____

15. b) Please attach a copy of your Force's Employment Equity Policy and Program if you have one or describe below.

16. Please attach a copy of the screening techniques, mechanisms and instruments used for hiring purposes. If this material is not available in written format, please describe in sequence the stages an applicant must successfully complete.

17. a) Are applicants who fail to qualify given reasons for their failure to qualify? YES _____ NO _____

b) Is any assistance given to failed applicants to help them to requalify? YES _____ NO _____

c) If yes, please describe.

d) If no, please explain.

e) What percentage of applicants who fail to qualify are visible minorities?

18. How many officers in total have been hired in each of the past 5 years? How many of these people are visible minorities? (NOTE: Provision of this information is not a violation of the Human Rights Code)

TOTAL NUMBER OF OFFICERS HIRED (including visible minorities)	NUMBER OF VISIBLE MINORITIES HIRED AS OFFICERS
1984 _____	_____
1985 _____	_____
1986 _____	_____
1987 _____	_____
1988 _____	_____

19. a) Are there any ways for police officers to enter your police force at a level higher than constable?
YES _____ NO _____

(i) If yes, through what mechanism does this occur?

(ii) How frequently has this happened in the past 5 years?

1984: _____ 1985: _____ 1986: _____ 1987: _____ 1988: _____

(iii) How many of these entries were visible minorities? _____

20. Does your force have a written policy that prohibits discrimination against employees and members of the public who are visible minorities? If so, please attach a copy of this policy.

C) PROMOTIONAL PRACTICES

21. How many promotional opportunities existed over the past 5 years? How many of these were filled by visible minorities (VM)? Please list by rank and number.

	1984	1985	1986	1987	1988
	Total VM	Total VM	Total VM	Total VM	Total VM
Constable					
Sergeant					
Staff Sergeant					
Inspector					
Staff Inspector					
Superintendent					
Staff Superintendent					
Deputy Chief					
Chief					
TOTAL					

22. How many promotional opportunities do you anticipate in your Force in 1989? Please list by rank.

1. Constable _____	5. Staff Inspector _____
2. Sergeant _____	6. Superintendent _____
3. Staff Sergeant _____	7. Staff/Supt. _____
4. Inspector _____	8. Deputy Chief _____

23. Please attach copies of materials used to assess officers for promotion, or describe these procedures if unwritten.

24. a) Are there special measures in your Force which encourage the promotion of:
- (i) visible minorities YES _____ NO _____
- (ii) women YES _____ NO _____
- (iii) other: _____
- b) If yes to any of the above, please attach a copy of the material describing these measures, or describe if unwritten.

25. a) Does your Force offer any career development programs or opportunities to prepare visible minorities for promotional opportunities? YES _____ NO _____
- b) If yes, please describe these programs or opportunities.

PART III - TRAINING AND CONTINUING EDUCATION

26. a) Does your Force offer training related to cross-cultural issues and race relations? YES _____ NO _____
- b) If yes, please attach a copy of this material or describe below.

27. Who receives cross-cultural and race relations training?

(i) recruits	YES _____	NO _____
(ii) constables	YES _____	NO _____
(iii) non-commissioned officers	YES _____	NO _____
(iv) senior officers	YES _____	NO _____
(v) chief	YES _____	NO _____

28. a) How much time is spent on this type of training? _____
- b) How often is the training repeated? _____
29. Where do officers receive this training?

In-service courses	YES _____	NO _____
Ontario Police College	YES _____	NO _____
Outside seminars, colleges	YES _____	NO _____

Other: _____

30. Is cross-cultural and race relations training integrated into other areas of general police training? If so, how?

31. a) Are your training materials assessed for cultural or racial bias?
- YES _____ NO _____
- b) If yes, please describe how the materials are assessed.

PART IV - USE OF FORCE

32. Other than training received at police colleges, what training do members of your Force receive with respect to the use of force? Please attach copies of material used in this training, or describe below if no written material exists.

33. a) Is crisis intervention training offered to patrol officers by your Force? YES _____ NO _____
- b) Is crisis intervention training specific to situations involving interaction with visible minorities? YES _____ NO _____
- c) Please attach copies of all material used in these training programs.
- d) Are there ways in which you think the training described above could be improved? If so, please describe.

34. What is your Force's policy with respect to the use of different types of ammunition? Please attach any Standing Orders, administrative procedures and directives, or describe below if the policy and procedures are unwritten.

35. a) Are officers permitted to use hollow point bullets? YES _____ NO _____
- b) If yes, please indicate under what circumstances hollow point bullets may be used.

36. a) Are any procedures in place to monitor the types of ammunition actually utilized by individual officers? YES _____ NO _____
- b) If yes, please describe.

37. Does your Force have a written policy relating to the unholstering of firearms? If so, please attach a copy or describe if unwritten.

38. What disciplinary measures are used by your Force for infractions of Standing Orders regarding:

- a) use of force
- b) violations of prescribed ammunition
- c) unlawful use of firearms

Please attach copies of procedures invoked to carry out disciplinary measures, or describe below if these procedures are unwritten.

39. a) How many incidents involving police discharge of firearms have occurred in your jurisdiction in the past 5 years? Under what circumstances did these incidents occur? Please use the chart at the beginning of the next page to indicate frequency and nature of the incidents.

CIRCUMSTANCES	1984	1985	1986	1987	1988
(i) Defence of life					
(ii) Apprehension of dangerous suspect					
(iii) Destroy animal					
(iv) Request assistance					
(v) Accidental					
TOTAL					

b) How many of these incidents resulted in (i) wounding of suspect, (ii) death of suspect, (iii) third parties wounded/killed?

OUTCOMES	1984	1985	1986	1987	1988
(i) Wounding of suspect					
(ii) Death of suspect					
(iii) Third party wounded or killed					

40. How many incidents involving use of force over the past 5 years resulted in:

- a) Police Act charges _____
- b) Criminal Code charges _____
- c) Criminal convictions _____

PART V - COMMUNITY RELATIONS

41. How many complaints from members of the public have been received by your Force annually over the past 5 years?

	1984	1985	1986	1987	1988
Verbal abuse/incivility					
Allegations of racist remarks					
Injury					
Excessive force					
Improper police procedures					
Other - describe					
TOTAL					

42. Does your Force have a procedure to respond to complaints by members of the public? If so, please attach a copy of these procedures, or describe below if the procedures are unwritten.

43. How would you describe police relations with visible minorities in your jurisdiction?

44. What suggestions can your Force make to improve police and visible minority relations?

45. a) Does your Force have a special unit which addresses visible minority concerns? YES _____ NO _____

b) If yes, what is the mandate of this unit? Please attach a copy of material outlining its mandate or describe below.

c) When was it created? _____

d) Why was it created?

46. How many members of your Force are assigned to this unit or its equivalent?

Full-time personnel _____ Part-time personnel _____

47. If your Force does not have a visible minority relations unit, what department looks after these matters?

48. Has the creation of a visible minority relations unit resulted in any improvement of police and visible minority relations?

YES _____ NO _____

If yes, how have relationships improved?

If not, why?

49. a) Is your Force engaged in community liaison with visible minority communities? YES _____ NO _____

b) If yes, please describe the range of such initiatives.

50. a) Does your Force have procedures to ensure that communications (eg. media releases, internal communications) are culturally and racially sensitive? YES _____ NO _____

b) If yes, please provide a copy of these procedures or describe if they are unwritten.

QUESTIONNAIRE SUPPLEMENT

Marksmanship Training and Practice

1. a) Does your Force have its own firearms training facility?

b) If not, is there a shooting range available to officers at close proximity? If yes, please describe.

2. a) Are officers obligated to practice their shooting skills a minimum number of hours annually?

b) If not, is there any incentive provided by the Force for them to improve their marksmanship? Please explain.

3. a) Is ammunition provided to your officers on an annual basis for the purposes of target practice?

b) If so, how many rounds are provided to each officer per year?

c) Is the ammunition provided free of charge or is there a cost per round to the officer?

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